



CENTRAL OREGON
community college

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Dear Thor and CCI Faculty,

Thank you for taking part in this inaugural year of the Department & Program Review (DPR). The focus of the DPR redesign was to simplify the compilation process, to highlight successes and voice critical needs, and to connect the College plan to a department or program's vision. Your engagement in this process is important, and we applaud the time and effort you spent reflecting on your program and analyzing the work you are doing.

Strengths of your program

We see so much to celebrate in this program! First, you completed several goals from your previous APR, including the development of multiple delivery methods, the updating of marketing materials, implementing a set of recruitment and retention goals and plan, and the creation of alternative pathways and opportunities for baking and pastry students. You also note that several other of your previous goals are still in process. Bravo!

Another feature to celebrate is the highly active culinary club and community facing events that energize and enliven the program throughout the year, including fund raisers and Meal of the Year participation. Many of these events offer valuable opportunities for students to develop leadership skills.

Other unique features of your program that we would like to call out are the diversity of the student body (CCI has a higher BILAPOC enrollment than COCC overall) and the personal nature of the program. Yours is a very high-touch and relationship-orientated program, and this may have a hand in increasing the sense of belonging that students feel in the program as well as solidifying your strong retention rates.

Finally, we'd like to highlight the overall enrollment growth of the program, your partnership with the US Coast Guard (including scholarship and job placement opportunities for students), as well as the Danish exchange program, which has enriched your students' experience greatly.

Challenges of your program

We know that the successes highlighted above did not come without attendant challenges and concerns. We know that your increased enrollment is a positive sign for the health and sustainability of your programming, but your DPR report makes it clear that this positive trend has created both space and hiring issues. We note that your faculty worked with the Curriculum Office this year to revise certain program requirements to better distribute space constraints and we encourage you to think about how curriculum work can address some space problems. Similarly, CCI's increased enrollment has also increased its hiring needs and we know hiring and

recruitment can be challenging at times. However, your DPR report and our response conversation made it clear that you had several hiring “wins” this year with part-time faculty and we encourage you to continue to leverage the strategies that worked for those hires in future years.

Finally, we appreciate you raising leadership transition as a concern for CCI. This year’s use of a program coordinator seemed like a successful approach (albeit a temporary one), and we are broadly in support of your efforts to create two administrative positions to help stabilize leadership at CCI. We expand a bit on that support in the next section. We also encourage you to take an active role in the search for the new instructional dean that will oversee CCI, as your dean will be a key ally in addressing the challenges you present in your DPR report.

Goals and needed resources

Regarding the strategic initiatives and potential areas of growth that you discussed in your report, we want to share the following:

Goal 1: Acquire the staff and resources to devote to long-term planning in addition to daily needs

As note above, we are in support of your desire to have two long-term positions that will provide stability for the program and effective community engagement. Though we did not get the administrator position we requested in this budget cycle, we will ask again next year if this continues to be the direction we commonly decide to pursue. The VPAA and interim instructional dean will plan to meet with the CCI team early in 2024-25 to discuss this further. Thankfully, we were successful in moving the administrative assistant position to full time, 12 months, which should add significant stability in some of the technical aspects of CCI’s work.

Goal 2: Create opportunities for faculty to develop curriculum that continues our focus on diversity, equity, and inclusion

Curriculum development, focusing on Diversity, Equity, and Inclusion (DEI) is an excellent direction. We encourage you to be cautious about the potential over-proliferation of courses. While it’s important to offer diverse perspectives, we should avoid creating too many "boutique" classes that may overlap with existing catalog options. You may instead want to focus on enhancing and integrating DEI elements into your core curriculum where they can have a broader impact. Using Perkins funding to support this work is a good idea. We note, too, that addressing DEI concerns is about more than class content; it is also built into classroom practices and policies that can provide support for those students who need it. Watch for opportunities through the Center for Advancing Faculty Excellence that can help you embed equity practices into all classes

Goal 3: Adjust course schedule as well as course delivery to match enrollment demands and lab space capacity

We encourage your continued creative thinking in this area and recommend that you collaborate closely with your dean to explore options that address challenges related to space, time, labor, and the inevitable exhaustion that comes with these endeavors.

Goal 4: Establish a yearly review of how CCI is meeting the needs of our ACF accreditation

The annual reporting in relation to American Culinary Federation (ACF) accreditation is a critical task. Hiring a program director who can oversee this process is a first step, and that person will undoubtedly need collaboration from all faculty members. We fully anticipate CCI will retain its accreditation in good standing.

Goal 5: Replace major capital items each year as the building ages

We increased several budget lines in the culinary general fund budget for 2024-25 to help with some of this work. In our DPR response meeting, we also discussed the need to develop a multi-year plan for repair and replacement of aging equipment. Please move forward with that, working with your dean to strategize on budget requests over the next few years.

Thank you for your ongoing dedication to student readiness. Together, we can build on our achievements, address the challenges ahead, and meet the evolving needs of our students.

If you have any questions or need further clarification, please reach out. We look forward to working collaboratively to enhance the quality and impact of the Cascade Culinary Institute program.

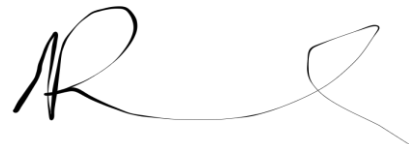
Sincerely yours,



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